

26 July 1957

MEMORANDUM FOR: Administrative Staff, CIA

SUBJECT : Proposed Regrading of Position of Chief, Processing Branch from GS-11 to GS-9.

1. Management Office completed in May a comprehensive series of charts covering the processing operations of the Document Division. These show 37 different major procedural sequences being applied to the daily flow of hundreds of varieties of intelligence community publications. The OCR system currently processes in excess of 1500 documents per work-day and among these there occur, also, many one-time or infrequent variations in processing due to stipulations of producing or receiving offices, or because of the variety of errors bound to occur in so extensive an activity.
2. In the OCR structure, the Processing Branch of Document Division performs a role analogous to that of a heart pumping blood to a variety of special-purpose organs. Each document with its enclosures and all its copies must be sent in succession and on schedule to specialists in dissemination, photography, subject indexing and records control. Because there is such great variety in the purposes of documents and because the U.S. intelligence community has not yet found a way to standardize their physical production and handling, OCR and this Branch in particular, experiences control problems unique in the intelligence community. The charting by Management Office is a concrete illustration of the complexity involved. Any inquiry into how these processing problems are recognized and solved establishes immediately the central role of the Chief, of the Processing Branch. It is his responsibility to recognize processing problems, propose new procedures, coordinate their application with other offices concerned and to execute them day by day.
3. The proposed GS-9 grade of the position of the Chief, Processing Branch, would not reflect the responsibilities described above and is barely competitive in attracting and holding individuals qualified by training and experience to give competent performances. The basic activities of the Branch are with minor exception clerical in nature, but the two senior positions require individuals proficient in the layout and administration of systems. This aspect has not been properly emphasized in the past and some of the complexity of the present operations has undoubtedly been due to a lack of perspective at the operating level.

-2-

4. It is proposed that the progression for the new recruit starting out in Processing Branch and hoping to qualify eventually for the top position henceforth include experience in professional as well as clerical phases of the document processing system. The future candidate should possess:
 - a. Complete familiarity with all of the varieties of documents flowing through the system. This is essential for he may be called upon daily to make processing decisions which require acquaintance with the special features of each document series.
 - b. Understanding of the processing objectives of all CIA service facilities which use documents ranging from dissemination through CIA Library and the specialized registers to FED and the OPR Map Library.
 - c. Understanding of the end uses of documents because he will make decisions which may conflict with these uses and will negotiate both with consumer and producing offices about them.
 - d. Appreciation of IAC document handling systems because the community through AHIP is now making a concerted effort to coordinate procedures and provide top quality reference service to intelligence officers. The Chief of the Processing Branch is in a key position to influence community decisions about document management. This potential has not been realized in the past, probably, due to over-emphasis on rise through clerical ranks without proper emphasis on the professional elements in the total system.
5. The proposed GS-9 grade for the position of Chief, Processing Branch, will not permit the recruitment of individuals who have wide experience, both clerical and in any event professional, in the operation of the OCR document processing system. Since the GS-9 is now standard for journeyman disseminators and coders in Analysis Branch, no one of these individuals, having acquired a year or more of experience in the Analysis Branch and having entered the zone of eligibility for a GS-11 senior position, is going to see any future in Processing Branch. In fact even at the GS-11 level the opportunities for a GS-12 may also induce likely candidates not to apply for the top position in Processing Branch.
6. In summary we believe that:
 - a. The most significant job in Processing Branch is the design and management of document handling systems.
 - b. This requires experience and understanding of all aspects of the production and disposal of intelligence documents.

-3-

- c. The GS-9 and even the GS-11 grade levels will not attract and hold candidates for top position in Processing Branch.
- d. The benefits from experienced and imaginative management mean reduced costs and high quality of service to all members of the intelligence community.

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Chief, Document Division